



Strategic Master Plan

*for City Parks, Recreation, Trails, Open Space, Events
and Cultural Activities*

Public Workshop

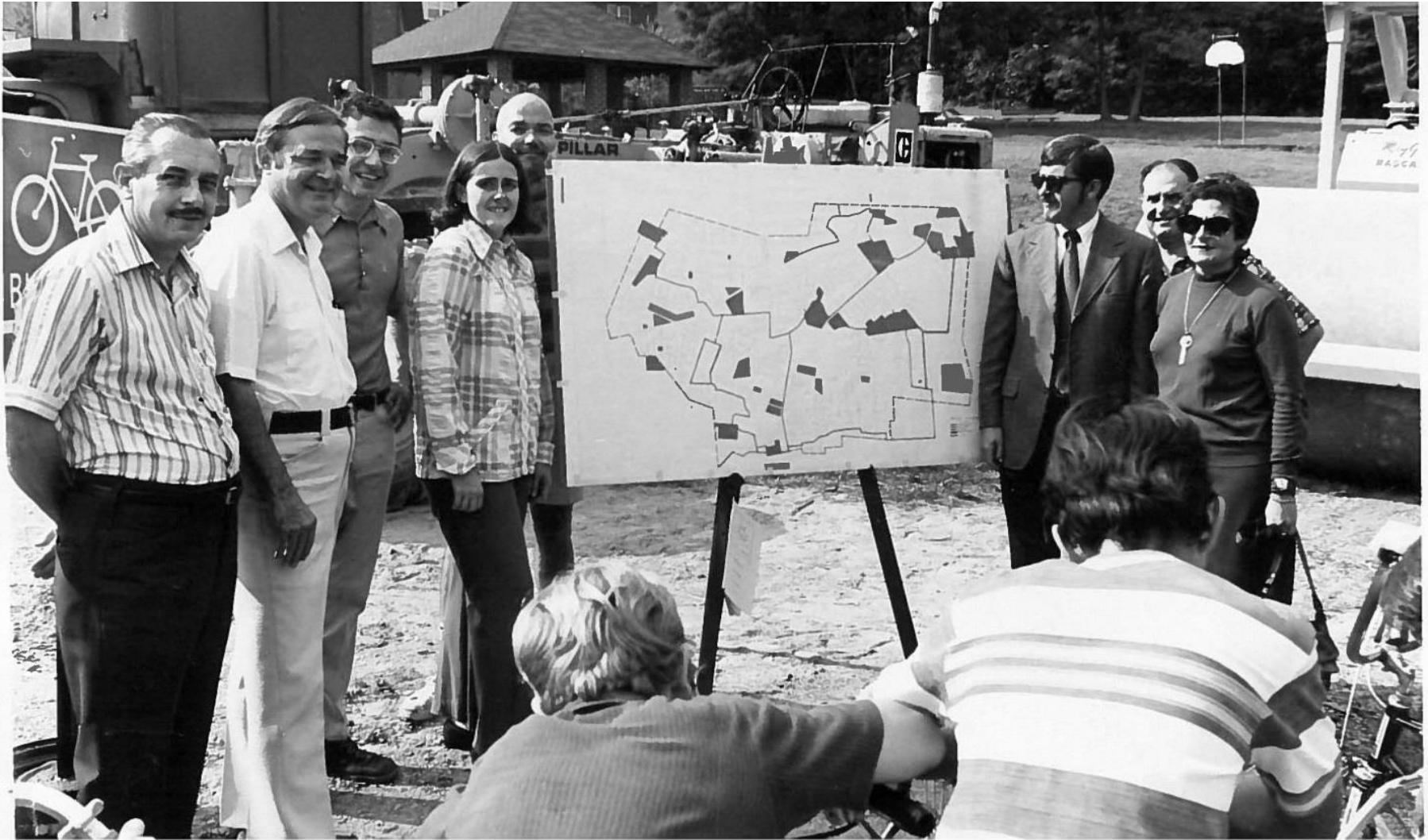
Stacy C. Sherwood Community Center

Wednesday, May 14, 2014 – 7:00 p.m.



“The goal of such a program is to enrich the lives of community citizens through participation in wholesome, creative, leisure-time activities.”

Recreation Policy for the City of Fairfax, July 1, 1964





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Agenda

- Welcome
- Quick Overview of the Strategic Plan
- Key Planning Themes
- The BIG Issues – Summary of Strategies
- The BIG Opportunities – Summary of Strategies
- Priorities
- Implementation
- Next Steps & Q&A

What is the Strategic Master Plan?

- **Shared Vision**

Pronounces a vision, developed by the entire community, for the future of parks, recreation, open space, trails, cultural activities and special events for the City of Fairfax

- **Decision Making Tool**

Provides City Council, Park and Recreation Advisory Board, Park and Recreation Department, Commission on the Arts, and the Community Development & Planning Department with data and priorities for use in making investment, management and operational decisions

- **Strategy and Action Plan**

Outlines a clearly defined set of priorities, strategies and actions to assist the City in “staying on course” and achieving the shared vision

- **Performance and Accountability**

Provides metrics to measure performance and support accountability

Goals – *Areas of Strategic Priority*

Planning & Development

- Acquire, preserve, develop, and re-develop parks, facilities and open space

Operations & Maintenance

- Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance standards and schedules.

Programs & Services

- Deliver programs and services to meet the ever changing and diverse needs of the community

Strategic Partnerships

- Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings

Promotion & Marketing

- Increase awareness, participation and support of programs, facilities and services using innovative promotional and marketing initiatives.

Funding, Management & Resources

- Expand and enhance facility, program and service offerings through innovative funding, management best practices, and cost recovery efforts.

29 Objectives & 129 Strategies

Key Planning Themes

- Maintain NRPA Gold Medal Status
- Maintain and Improve Existing Parks and Facilities
 - Upgrade quality of facilities to improve cost effective maintenance (courts, fields, playgrounds, shelters, signage, paths, restrooms, etc.)
 - Establish maintenance standards and Best Management Practices
 - Elevate Parks Maintenance staff to supervisory positions for more oversight
- Ensure Balance
 - Developed Parks/Open Space, Active/Passive Recreation
 - Geographically Dispersed, Equity of Services, Types of Parks
- Meet the Needs of Changing Demographics
 - Diversity
 - Age



The BIG Issues

What were the BIG Issues identified in the planning process?

- Accessibility / Americans with Disabilities Act
- Green Acres Community Center
- Senior Services
- Indoor Recreation
- Van Dyck Park
- Westmore School Site
- Athletic Fields
- Aquatics
- Trails and Connectivity
- Downtown Park
- Special Events
- Cultural Arts
- Environmental Stewardship/Conservation
- Future Park Land/Open Space

Many City facilities do not comply with new ADA guidelines

STRATEGY	TIMING
Perform Americans with Disabilities Act (ADA) Audit of all facilities	0-2 years
Green Acres Community Center accessibility	0-2 years
Advertise accessible facilities in <u>Leisure Times</u> and web site	0-2 years
Short term – 2 additional barrier-free playgrounds Van Dyck Park, Draper Drive Park	3-5 years
Accessible paths to shelters, playgrounds, spectator areas, restrooms, etc. All new facilities totally accessible	Ongoing
Consider all disabilities	Ongoing

Green Acres Community Center

Building is not adequate to meet current and future needs

STRATEGY	TIMING
Comprehensive Green Acres Community Center and Site Study <ul style="list-style-type: none">• Senior Center• Capability to meet future program needs• Active recreation• Community use• Park land	0-2 years
Maximize indoor space use	0-2 years
Determine best location to serve entire community	0-2 years
Rebuild or build new?	0-2 years
Joint policies on long term use	0-2 years
Define scope of services to be offered for a vibrant, robust, and dynamic program of activities	3-5 years

Existing high quality programs should be leveraged to meet future needs

STRATEGY	TIMING
Study current user demographics	0-2 years
Define scope of services to be offered for a vibrant, robust, and dynamic program of activities – look to the future	0-2 years
Pursue Senior Center Accreditation (National Council on Aging)	3-5 years
Identify appropriate staff-to-participant ratio for quality and effective level of service	3-5 years

Current and future demands for indoor recreation activities exceed capacity of existing City facilities

STRATEGY	TIMING
Continue coordination to maximize use of City of Fairfax Schools	Ongoing
Open Green Acres Community Center fitness area for adult use (non-senior center hours)	0-2 years
Partner with Fairfax County on RECenter and Community Center use - Coordinate with GMU on indoor facility use	Ongoing
Evaluate potential future use of Paul VI or similar opportunity	3-5 years
Develop an indoor recreation center, gym, and fitness center in the City as part of a Green Acres Study	3-5 years

Jewel of the City park system requires maintenance and improvement to meet evolving usage demands

STRATEGY	TIMING
Update the 1967 Master Plan Improve erosion and storm water issues, functionality, accessibility, parking, traffic flow, and aesthetics	0-2 years
Redevelop/relocate the skate park	3-5 years
Upgrade the tennis courts and lighting	3-5 years
Stream bank restoration	3-5 years
Restroom	3-5 years
Transition one tennis court to 2 pickle ball courts	3-5 years
Barrier-free playground	3-5 years
Parking and traffic synergy with Sherwood Center & Police Station and Old Lee Highway	
Expand park to the south depending on county	10+ years
Potential Amphitheater	10+ years

Excellent opportunity to serve the entire community and provide balance on the western side of the City

- Master Plan the site as a “Community Park” (6-10 years)
- Potential features:
 - Barrier-free playground
 - Multi-purpose athletic field
 - Picnic shelter
 - Dog park
 - Outdoor fitness
 - Paved walking path
 - Tournament bocce
 - Pickle ball courts

Community Park - Capable of providing a range of intensive recreational activities; or, provides one or two activities that attract users from multi-neighborhood areas.
Typical facilities include: court games, playgrounds, restrooms, field or court game complex, recreation or community center, etc.

High demand, limited real estate requires effective and efficient use of available fields

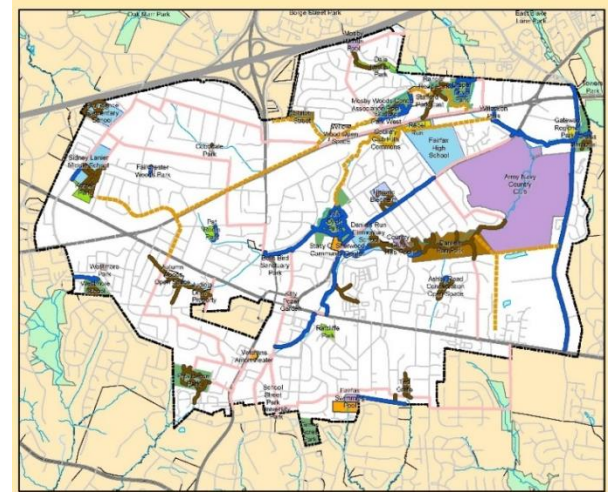
STRATEGY	TIMING
Upgrade Providence School Fields	3-5 years
Develop new Memorandum of Understanding (MOU) with Fairfax Little League and Fairfax Police Youth Club for replacement of synthetic turf at Stafford and Draper, and refurbish Providence Field #3	3-5 years
Regional cooperation to maximize field use	Ongoing
Review Special Use Permits restricting use at Draper Drive, Stafford Drive, and Providence Parks	3-5 years
Synthetic turf fields at Lanier Middle School	6-10 years
Equity of baseball and softball fields	Ongoing

Partnerships will be critical success factor in meeting aquatics needs

- **Publicize** Fairfax County Park Authority RECenters, Northern Virginia Regional Park Authority, Fairfax County Neighborhood and Community Services, George Mason University, civic association, Fairfax Swimming Pool, Mosby Woods Pool, Country Club Hills Pool, Jewish Community Center, and neighboring town's indoor and outdoor aquatic facilities
- Actively **work with partners** to provide appropriate levels of aquatic activities and programs for all City residents
- Identify methods of providing therapeutic aquatics for seniors

Trails plan has been developed; need to implement it

- Priority Projects
 - Pickett Road Crossing
 - Complete Snyder Trail
 - Resurface existing trails
 - Van Dyck to Fairfax Blvd.
 - Plan trail west of Kamp Washington
 - Tank farm to Daniels Run Park
- Regional cooperation
- Proffers and development conditions in new areas
- Update park and trail maps (0-2 years)
- Transportation funding available
- Designate a Trail/Park Planner (3-5 years)



Downtown Park

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The Downtown Park will provide venue for a vibrant, exciting destination and community gathering place

- Program and promote the park to serve as a dynamic and lively community gathering area (0-2 years)
- Host special events
- Promote **economic growth & impact**
- Develop Downtown branding/identity campaign (3-5 years)
- Improve pedestrian and bike access to and through Downtown (3-5 and 6-10 years)



JUN 25, 2012
Old Town Square

Illustration of plaza terraces facing SE

Special Events

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The City's special events attract participation from across the region, create positive economic results, and contribute to "sense of place"

STRATEGY	TIMING
Embrace diverse population in current and new offerings	Ongoing
Evaluate to add events to increase economic impact, tourism, community unity, and City's unique sense of place	0-2 years
Special events smart phone APP	3-5 years
Develop new events embraced by City Council	Ongoing
Evaluate current and potential locations	3-5 years

The City's cultural arts programs contribute to developing community pride and unite all members of the community

STRATEGY	TIMING
Coordinate with the recent Commission on the Arts Strategic Plan that was adopted by City Council	Ongoing
Art in the Parks Program	3-5 years
Partner with GMU to promote opportunities	
Rebrand the Department to include "Cultural Arts" in the name	3-5 years
Determine appropriate staff time allocated all Cultural Arts Programs	0-2 and 3-5 years
Community Theater	10+ years

Conservation and stewardship activities are necessary and beneficial

STRATEGY	TIMING
Keep 50% of park land undeveloped (unmowed areas)	Ongoing
Establish sustainable maintenance practices	0-2 years
Stream bank restoration	Ongoing
Partner with the Environmental Sustainability Committee	Ongoing
Partnerships to provide nature education programs	Ongoing
Recycling Program in parks	0-2 years
Use parks as example of BMP (Best Management Practices)	Ongoing
Volunteer crew for trails and invasive species	3-5 years
Storm Water Assessment funds for demonstration projects	3-5 years
Conservation Areas Program	3-5 years
Inventory of natural and historical resources for educational purposes	Ongoing



Potential Future Park Land

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Opportunities exist to re-use sites for park and recreation purposes

STRATEGY	TIMING
County property yards	Ongoing
Burkholder and Massey Buildings	3-5 years
9999 Main Street (life estate)	3-5 years
Better use and Proffers policies for parks and trails	3-5 years
New Park on Fairfax County land adjacent to Thaiss Park at Rt. 50	6-10 years
Squares in Fairfax Blvd. Development	6-10 years
Willard Buildings at Sherwood Center	10+ years
Neighborhood Parks in southeast and northwest	10+ years
Unused City land	Ongoing
Paul VI	Ongoing



The **BIG** Opportunities

How will we be able to address all of the BIG Issues?

- Partnerships
 - Within the City
 - Regional Partnerships
- Revenue/Funding
 - Alternative revenue sources
 - Other revenue sources

Partnerships – Within the City

- School Board – *maximize significant assets of the schools*
- Commission on the Arts – *leverage strength of outstanding arts program*
- Spotlight on the Arts, City Band, Art League
- Community Appearance Committee
- Community Inclusion Task Force
- Environmental Sustainability Committee
- Economic Development Authority
- Proposed Park and Trails Planner in Community Development and Planning
- City Marketing Manager
- All other City Boards and Commissions
- GMU

Partnerships – Regional

- George Mason University
- Fairfax County Park Authority, Fairfax County Neighborhood and Community Services, Northern Virginia Regional Park Authority
 - Indoor and outdoor aquatics (including therapeutic programs)
 - Nature education programming
 - Special needs programming
 - Regional trails coordination
 - Facility use and recreation programs
 - Cross promote facilities and programs to fill voids
- Fairfax Police Youth Club (FPYC) & Fairfax Little League (FLL) – Athletic League Scheduling and Operations -
- Health care programs
- Proffers from developers

Alternative Revenue Sources

- Investigate sources of future revenue, (i.e. bonds, tax, proffers, grants, partnerships, etc.)
- Review fee policies and targets for cost recovery
- Increased sponsorships
- Percentage of the existing Storm Water Assessment for stream bank erosion and storm water Best Management Practices (BMP)
- Transportation Grants
 - **Utilize existing transportation grant funding** from Congestion Mitigation and Air Quality Improvement (CMAQ), Regional Surface Transportation Program (RSTP) and Commercial and Industrial (C&I) “Transportation Tax Fund” resources to refurbish, rebuild, design, acquire and build new trails and trail connections to increase capacity and multi-modal transportation alternatives.

Other Revenue Sources

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STRATEGY	TIMING
Open fitness area at the Green Acres Community Center for adult use	0-2 years
Legacy options to fund capital maintenance	0-2 and 3-5 years
Ongoing Sunday rentals at Blenheim & Sherwood Center	0-2 years
Upgrade picnic shelters with kitchens and restrooms to increase rentals	3-5, 6-10 and 10+ years
An Indoor Recreation Center	3-5 years

What are the most critical priorities?

STRATEGIC PRIORITIES	TIMING
Maintain and Improve: improve existing parks and facilities	Ongoing
Green Acres: new Green Acres Community Center to include senior services	0-2 years Study
Van Dyck: master plan and redevelop Van Dyck Park	0-2 years Plan
Trails: interconnecting trail system and use of transportation funding	Ongoing
Westmore: master plan Westmore school site	6-10 years
Partnerships: strategic partnerships to deliver on park, facilities and service needs	Ongoing

Strategic Plan Contents

Executive Summary

I. Introduction

- A. Project Purpose
- B. Project Goals
- C. Planning Process

II. Planning Context

- A. Community Context
- B. Demographic Trends
- C. Land Use Trends
- D. Regional Recreation Context
- E. Ordinance and Policy Review
- F. Budget Overview
- G. Previous Studies Summary

III. Existing Parks and Recreation Facilities Inventory & Analysis

- A. The State of Parks and Recreation in the City of Fairfax
- B. Park Classification System
- C. Existing Parks Inventory
- D. Geographic Distribution of Parks and Facilities

IV. Existing Programs and Services Analysis

- A. Existing Programs and Events Inventory
- B. Program and User Fee Comparison and Analysis
- C. Program Providers: Assessment and Analysis
- D. Programming: Recommended Improvements
- E. Recommendations: Minimize Duplication and Enhance Collaboration

V. Public Engagement

- A. Steering Committee
- B. PRAB
- C. Stakeholder Group Interviews
- D. Public Workshops
- E. Web Based Community Engagement
- F. Statistically Valid Household Needs Assessment

VI. Needs Assessment

- A. Benchmarking Comparison to Similar Agencies
- B. Future Trends Analysis
- C. Proposed Level of Service Guidelines

VII. Vision, Goals and Objectives

- A. Strategic Vision
- B. Mission
- C. Operating Philosophy
- D. Goals and Objectives

VIII. Recommendations

- A. Operations and Maintenance
- B. New Parks and Open Space
- C. New Facilities
- D. Trails and Connectivity
- E. Cultural Arts
- F. Capital Improvements
- G. Programs & Special Events
- H. Partnerships/Collaboration
- I. Funding

IX. Action Plan

- A. Action Plan Strategies

X. Appendices

- A. City of Fairfax List of Structured Activities
- B. Program and User Fee Comparison
- C. Public Workshop Summaries
- D. Stakeholder Group Summaries
- E. Needs Assessment Survey
- F. Benchmarking Comparisons Tables
- G. Previous Reports Summaries
- H. Existing Parks and Facilities Inventory

Example: Goals, Objectives, & Strategies

ACTION PLAN						Updated 5/1/2014		
Goals, Objectives, and Strategies		DRAFT						
		0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY
Goal 1: Planning and Development								
	Acquire, preserve, develop and re-develop parks, facilities, trails, and open space.							
	Objective 1.1: Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.							
	Strategy 1.1.1: Develop policies and guidelines for the preparation of master plans to guide decision making and improvement for each City Park. No significant capital improvements shall be added without a current master plan or approved conceptual site plan.	☐				Staff, PRAB	OP, CIP	PFS 1.5
	Strategy 1.1.2: Conduct a comprehensive feasibility study of the Green Acres Community Center including the Senior Center, active recreation program offerings, community use and the Green Acres park land to determine options for redevelopment, use and possible relocation to better accommodate uses.	☐				Staff, City, PRAB, City Schools	OP, CIP	PRO 3.4
	Strategy 1.1.3: Update the 1967 Master Plan for Van Dyck Park with the goal of improving its functionality, accessibility, erosion and storm water issues, parking, traffic flow and aesthetics.	☐				Staff, City, PRAB	OP, CIP	PRO 3.2
	Strategy 1.1.4: Develop a Park Master Plan for Westmore School Park Site to serve as a Community Park. Proposed facilities should have community-wide appeal and could include: athletic field; picnic shelter; tournament bocce and/or pickle ball courts; dog park; paved walking path; large barrier-free playground; fitness equipment; and more.			☐		Staff, City, PRAB, Partner	OP, CIP, Partner	PRO 3.2
	Strategy 1.1.5: Perform an ADA assessment of all facilities including but not limited to playgrounds, shelters, walking paths, community gardens, parking, and building. The assessment and improvements must consider sight and hearing impaired as well as other physical or developmental disabilities.	☐				Staff, City, PRAB	OP, CIP	PRO 3.6
	Strategy 1.1.6: Implement ADA improvements to ensure that at least one park in three geographic areas of the City are totally accessible, including playgrounds, shelters, walking paths, community gardens, parking, and buildings are accessible.		☐			Staff, City, PRAB	OP, CIP	PRO 3.6
	Strategy 1.1.7: Establish three playgrounds in strategic geographical locations to serve as larger barrier-free and sensory rich environments. Van Dyck Park and the replacement playground at Draper Drive Park are logical locations.		☐			Staff, City, PRAB	CIP	PRO 3.6

29 Objectives & 129 Strategies

Implementation

Superior
Customer
Service

Outstanding
Maintenance

Maximum
Inclusiveness

Exciting
Promotion

Innovative &
Dynamic
Leadership

- Develop and execute annual Work Plans
 - Park and Recreation Advisory Board
 - Staff
- Prepare annual budget
- Provide updates to Comprehensive Plan
- Monitor progress and report on performance
- Review and update the Strategic Plan every 3-5 years.

Next Steps

What happens after tonight?

- Post presentation on *Our Parks. Our Future*
- June 3 City Council Work Session
 - Review Strategic Plan
- June 24 City Council Meeting
 - Strategic Plan brought forward for Council consideration



Comments & Questions

Contacts

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Thank you for your interest in
Our Parks, Our Future

